

# NEIGHBORHOOD NO. 7 - NAUTILUS

## RIGHT-OF -WAY INFRASTRUCTURE IMPROVEMENT PROJECT

(Performance Information Procurement System)

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PBSRG - FIU

Performance Based Studies Research Group

[www.pbsrg.com](http://www.pbsrg.com)





**THIS PRESENTATION IS FOR  
EDUCATIONAL PURPOSES ONLY.**

**PLEASE REVIEW THE  
SOLICITATION / REQUEST FOR  
QUALIFICATIONS FOR  
ACCURATE INSTRUCTIONS.**

# Project Overview



## Right-of-Way Infrastructure Improvement Project:

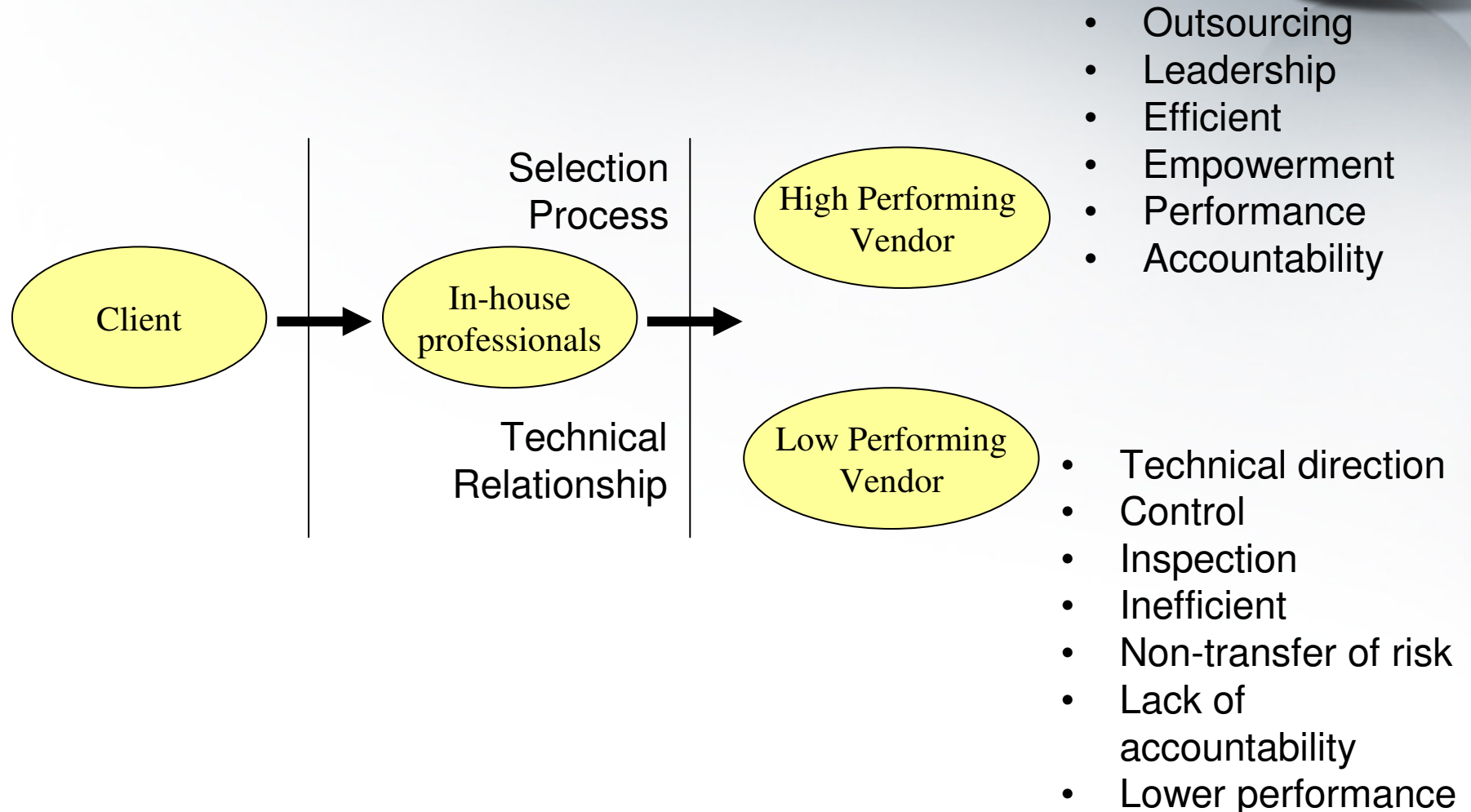
- Design-Build Services
- Budget: \$20-25M
- Design-Build Firm will be selected on performance and price

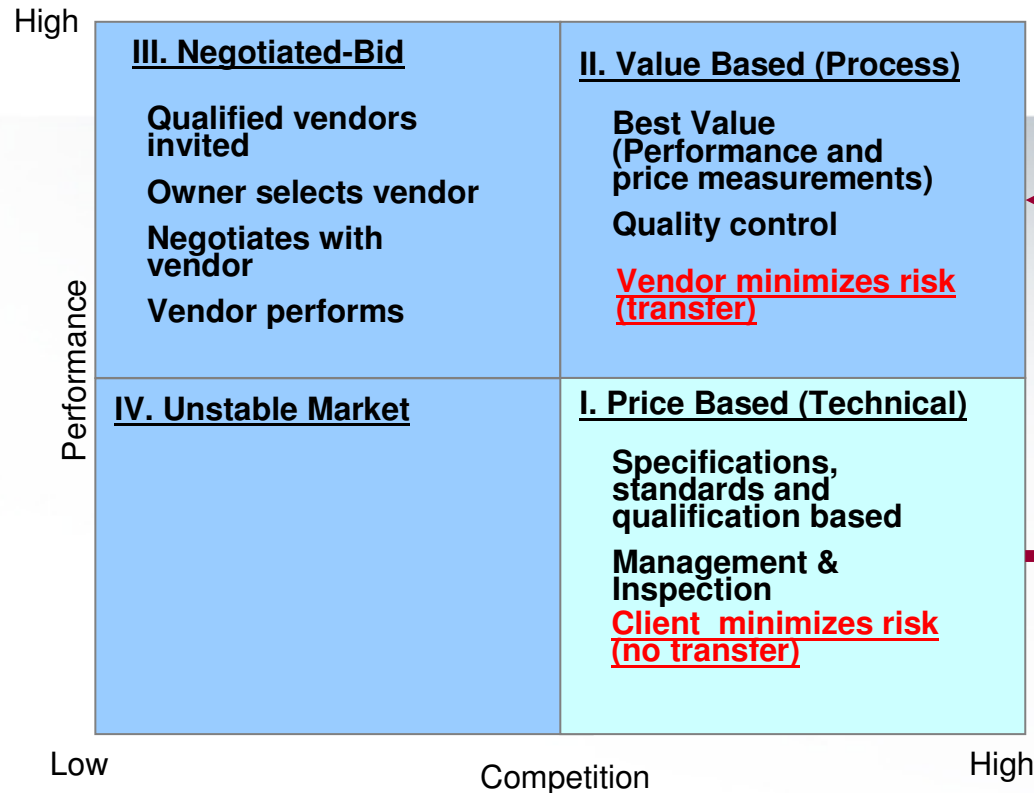
# Best Value Procurement



- City of Miami Beach has partnered with PBSRG to assist in implementing a Best-Value selection process called the Performance Information Procurement System (PIPS).
- PIPS has been tested over 400 times with public and private users.
- Objective of PIPS is to:
  - Minimize risk or surprises.
  - Deliver value to the client by having construction completed on time, on budget (no change orders), and meeting their quality expectations.
  - Maximize the profit of high performing vendors by allowing them to be efficient.

# High Performing vs. Low Performing Vendors





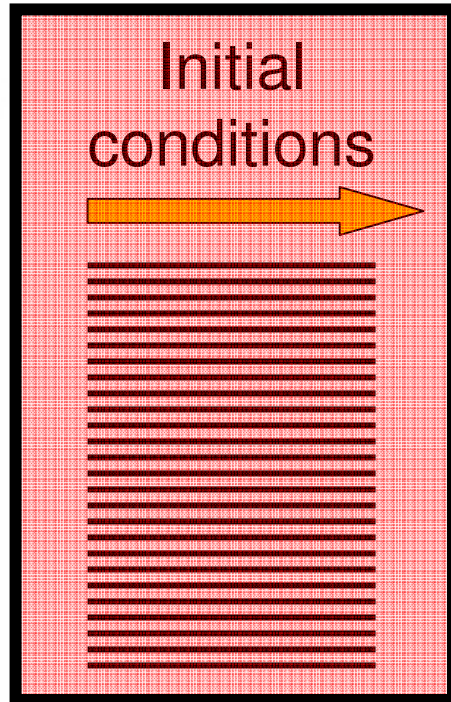
### Solution: Structure of efficient system

- Minimize client documentation
- Quality control by contractor
- Client does not manage
- Minimize the transfer of information to performance info
- Accountability for performance information
- Leverage value (performance, price, profit)

# Maximize Efforts Before Event Begins



**Maximize Effort**



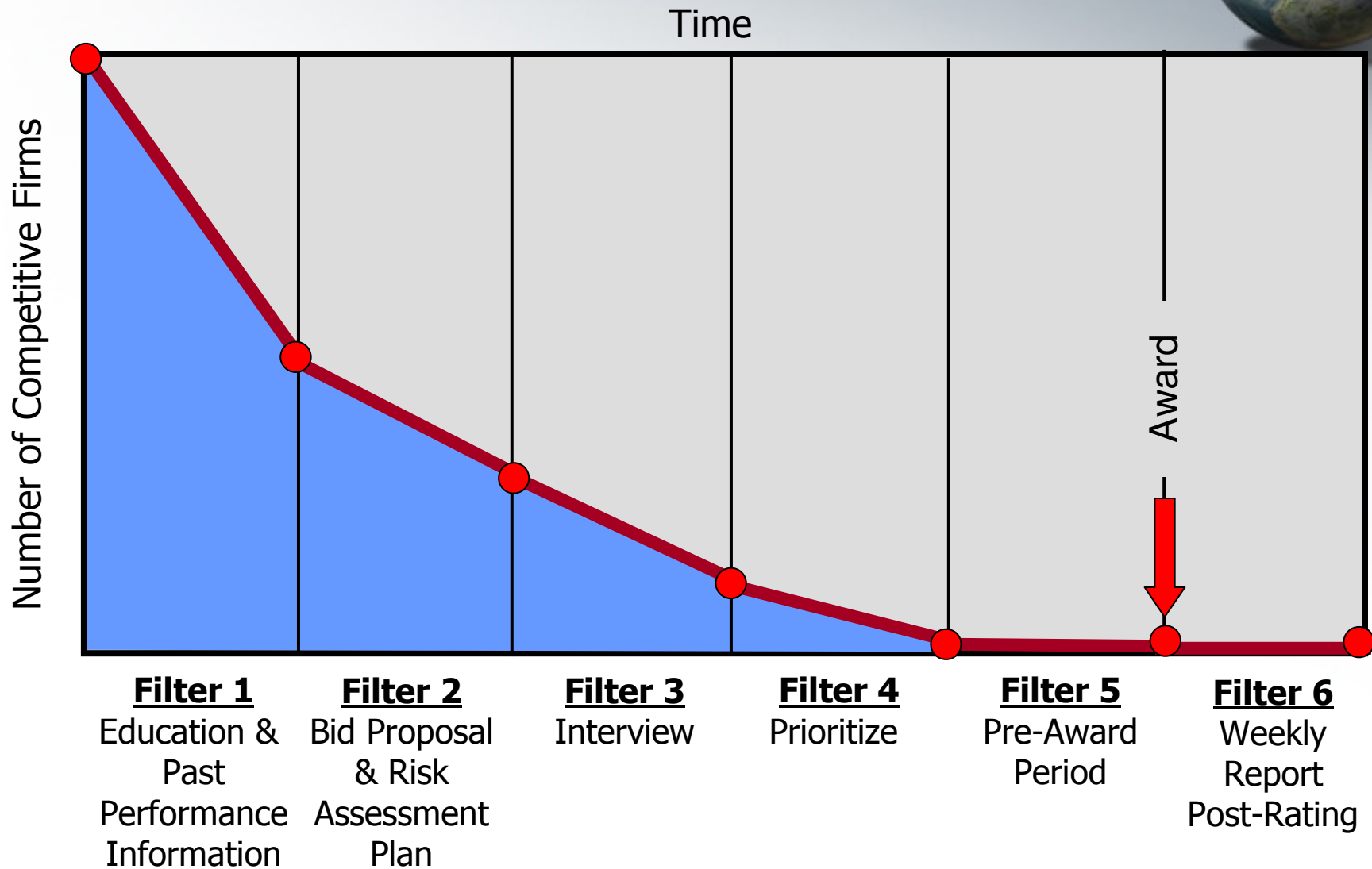
Time



Final  
conditions

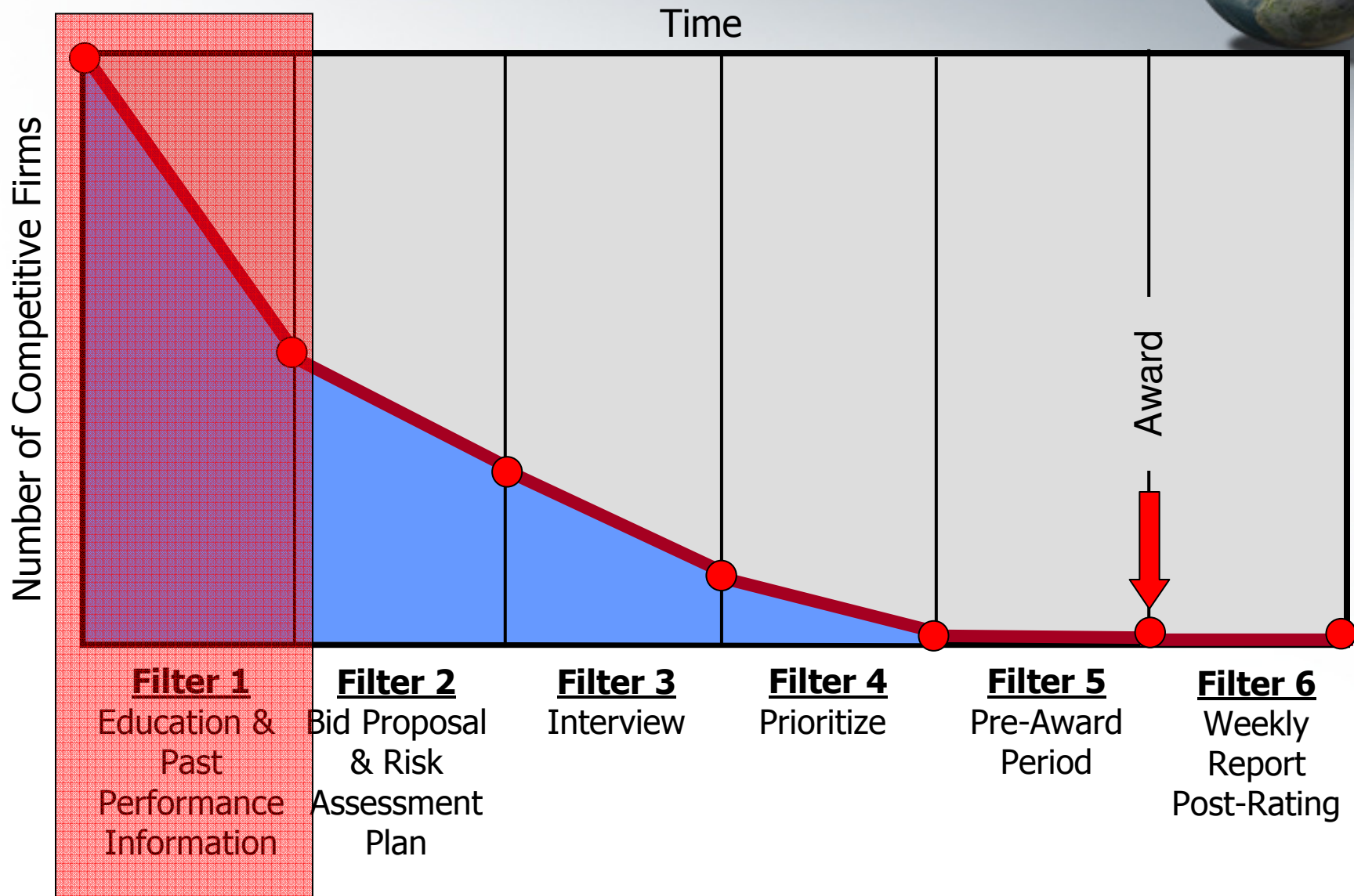


# PIPS FILTERS





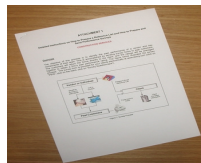
# PIPS FILTERS



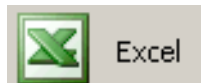
# Past Performance Information



- PPI will be collected on all vendors and their critical team components.
- Once the PPI is collected, it is stored in a database.
- The data collection is a one-time process (the vendor can reuse the PPI on future projects).



Attachment: Guide to Preparing a Reference List and Sending Out Surveys



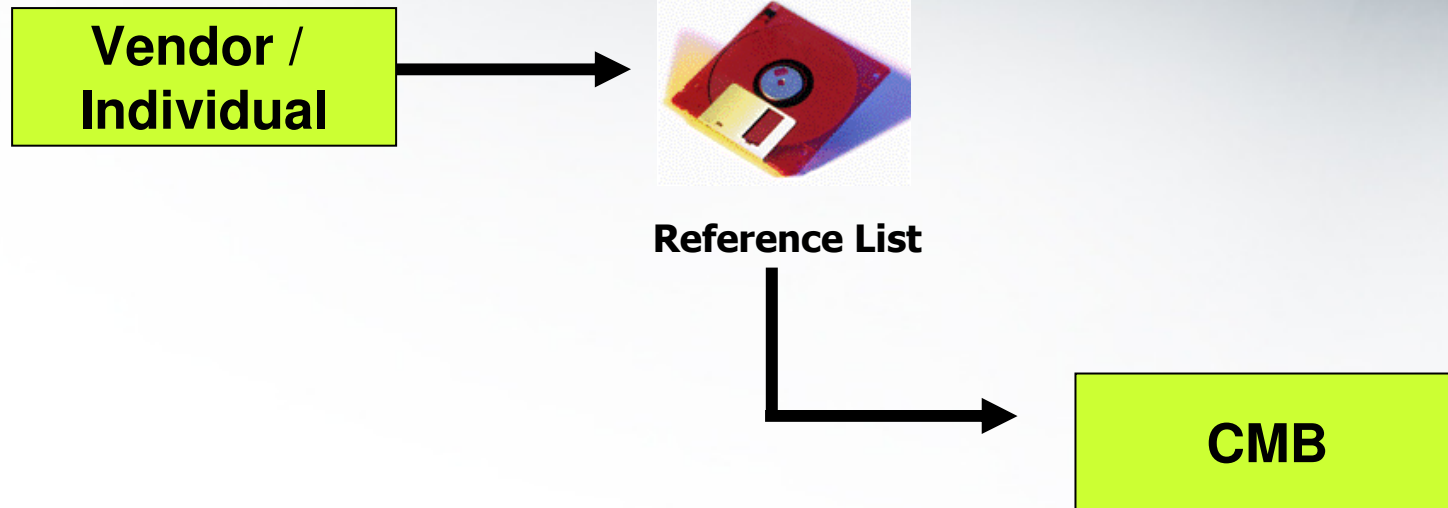
Reference list template (MS Excel)

# Past Performance Information



- Past Performance Information will be collected on all critical team components, which MAY include:
  1. The Design Build Team (General Contractor & Design Firm)
  2. The Preconstruction Project Leader
  3. The Construction Project Manager
  4. The Site Superintendent
  5. The Lead Architect
  6. The Lead Landscaping Architect
- The performance of ALL components will impact the overall value of the proposal.
- The team components cannot be changed/modified after the proposal is submitted.

# PPI / Data Collection Process



# The Reference List



Attachment 4 - Reference List and Company Profile (Construction).xls

	A	B	C	D	E	F	G	H	I
	CODE	FIRST NAME	LAST NAME	PHONE NUMBER	FAX NUMBER	CLIENT NAME	PROJECT NAME	DATE COMPLETED [MM/DD/YYYY]	COST OF PROJECT
1									
2	1	Kyle	Smith	458-963-8562	458-963-8563	City of Mesa	Mesa Park	5/15/2000	\$36,589
3	2	George	Johnson	549-785-9654	549-785-9655	City of Mesa	Police Building 3	6/8/1999	\$452,389
4	3	Phil	McGill	458-965-7852	458-965-7853	City of Mesa	Cafeteria #1	7/6/1980	\$12,648
5	4	Jake	McReaken	136-621-1264	136-621-1265	ABB Warehouse	Warehouse renovation	6/2/1995	\$154,893
6	5	Bob	Hardy	658-965-8965	658-965-8966	ADOT	Stapley Road Overpass	1/5/2002	\$15,648
7	6	Mitchell	Adams	458-965-8523	458-965-8524	City of Gilbert	Road Renovation	5/4/2003	\$4,865,923
8	7	Bill	Robinson	486-965-8523	486-965-8523	City of Phoenix	Street Light Installation	7/2/1990	\$456,876
9	8	John	Grecko	486-965-8563	486-965-8563	ACG Buildings	Building 456 renovation	8/2/2003	\$159,764
10									
11									

Reference List

- “Reference List” sheet contains detailed information on the past projects.
- All projects must be complete (no ongoing or substantially completed)

# Number of Surveys



- The maximum number of past projects that will be given credit for is:  
25 for a FIRM/COMPANY  
10 for an INDIVIDUAL
- The minimum number of past projects that will be given credit for is: 1

# General Information on References



- The reference list must contain different projects (you cannot have multiple people evaluating the same job).

	A	B	C	D	E	F	G	H	I
1	CODE	NAME	PHONE	FAX	USER NAME	PROJECT	DATE	Cost	Type
2	1	Oscar Ortiz	555-555-6323	555-555-6323	Phoenix College	Buisness Wing C	2004	\$ 150,000	DB
3	2	Tim Allen	555-555-2315	555-555-2315	Phoenix College	Buisness Wing C	2004	\$ 150,000	DB
4	3	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Buisness Wing C	2004	\$ 150,000	DB
5	4	Beth Everett	555-555-5412	555-555-5412	ABB Warehouse	Warehouse	2000	\$ 6,500,000	DBB
6	5	Sue Anderson	555-555-3874	555-555-3874	ADOT	Loop 101 (89th Ave)	2004	\$ 200,000	DBB

- You may submit multiple jobs for the same past client (must be different projects).

	A	B	C	D	E	F	G	H	I
1	CODE	NAME	PHONE	FAX	USER NAME	PROJECT	DATE	Cost	Type
2	1	Oscar Ortiz	555-555-6323	555-555-6323	LASD	Dorm Rooms	2003	\$ 5,000,000	DB
3	2	Tim Allen	555-555-2315	555-555-2315	DISD	Lincoln High Renovation	2004	\$ 700,000	DBB
4	3	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Caffeteria	1999	\$ 40,000	DB
5	4	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Warehouse	2001	\$ 7,000,000	DBB
6	5	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Admin Building	2004	\$ 20,000	DB
7	6	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Engineering Wing	2004	\$ 50,000	DB
8	7	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Buisness Wing C	2004	\$ 150,000	DB
9	8	Beth Everett	555-555-5412	555-555-5412	ABB Warehouse	Warehouse	2000	\$ 6,500,000	DBB
10	9	Sue Anderson	555-555-3874	555-555-3874	ADOT	Loop 101 (89th Ave)	2004	\$ 200,000	DBB

# Reference List Summary



- Only submit **best past projects**
- Call ahead of time to make sure clients are satisfied
- All projects must be complete (no ongoing or substantially completed)
- The maximum number of past projects that will be given credit is **25 for a firm/company and 10 for an individual.**
- 
- The minimum number of past project required is **1.**
- The optimal result is to get 10 ratings (on a 1-10 scale) from 25 different people on 25 different projects.



# Sending Out Surveys



- Each team component is responsible for sending out a survey questionnaire to each reference.
- Each critical team component should contact each reference to make sure that they complete the survey and return the form back to current client by the due date:
  - August 22, 2006 (C.O.B.)

# Survey Form



City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, [www.miamibeachfl.gov](http://www.miamibeachfl.gov)

PROCUREMENT DIVISION  
Tel: 305.673.7490 ; Fax: 305.673.7851

## PERFORMANCE EVALUATION SURVEY

Consultant Name: \_\_\_\_\_

Point of Contact: \_\_\_\_\_

Phone and e-mail: \_\_\_\_\_

Please evaluate the performance of the Consultant (10 means you are very satisfied and have no questions about hiring them again, 5 is if you don't know and 1 is if you would never hire them again because of very poor performance).

NO	CRITERIA	UNIT	
1	Ability to manage the project cost (minimize change orders)	(1-10)	
2	Ability to maintain project schedule (complete on-time or early)	(1-10)	
3	Quality of workmanship	(1-10)	
4	Professionalism and ability to manage (includes responses and prompt payment to suppliers and subcontractors)	(1-10)	
5	Close out process (no punch list upon turnover, warranties, as-builts, operating manuals, tax clearance, etc. submitted promptly)	(1-10)	
6	Communication, explanation of risk, and documentation	(1-10)	
7	Ability to follow the users rules, regulations, and requirements (housekeeping, safety, etc....)	(1-10)	
8	Overall customer satisfaction and hiring again based on performance (comfort level in hiring contractor again)	(1-10)	

Overall Comments: \_\_\_\_\_

Agency or Contact Reference Business Name: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Contact Phone and e-mail: \_\_\_\_\_

Date of Services: \_\_\_\_\_

Dollar Amount for Services: \_\_\_\_\_

PLEASE FAX THIS QUESTIONNAIRE TO ROMAN MARTINEZ AT 305.673.7851

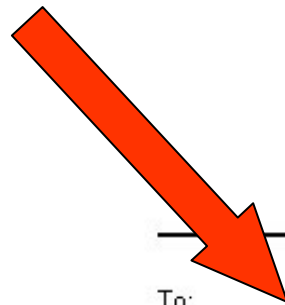
BID NO: 34-05/06  
DATE: 04/23/06

CITY OF MIAMI BEACH  
45

# Survey Must Match Reference List



File Edit View Insert Format Tools Data Window Help								
Save As... Paste Special... 100%								
Σ Arial 10 A B I U D ABC A								
A4 = 23								
	A	B	C	D	E	F	G	H
1	Code	Contact	Phone	Fax	Client	Project Name	Date	Cost
2	1	Rob Jones	555-555-8965	555-555-8965	Arcadia University	Recreational Field	5/2000	\$ 200,000
3	2	Tim Kline	555-555-5654	555-555-5654	Micro Chips	Outdoor park	4/1995	\$ 25,000
4	23	Judy Smith	555-555-5646	555-555-8979	Biltmore Plaze	Outdoor field	1/1997	\$ 62,000
5								



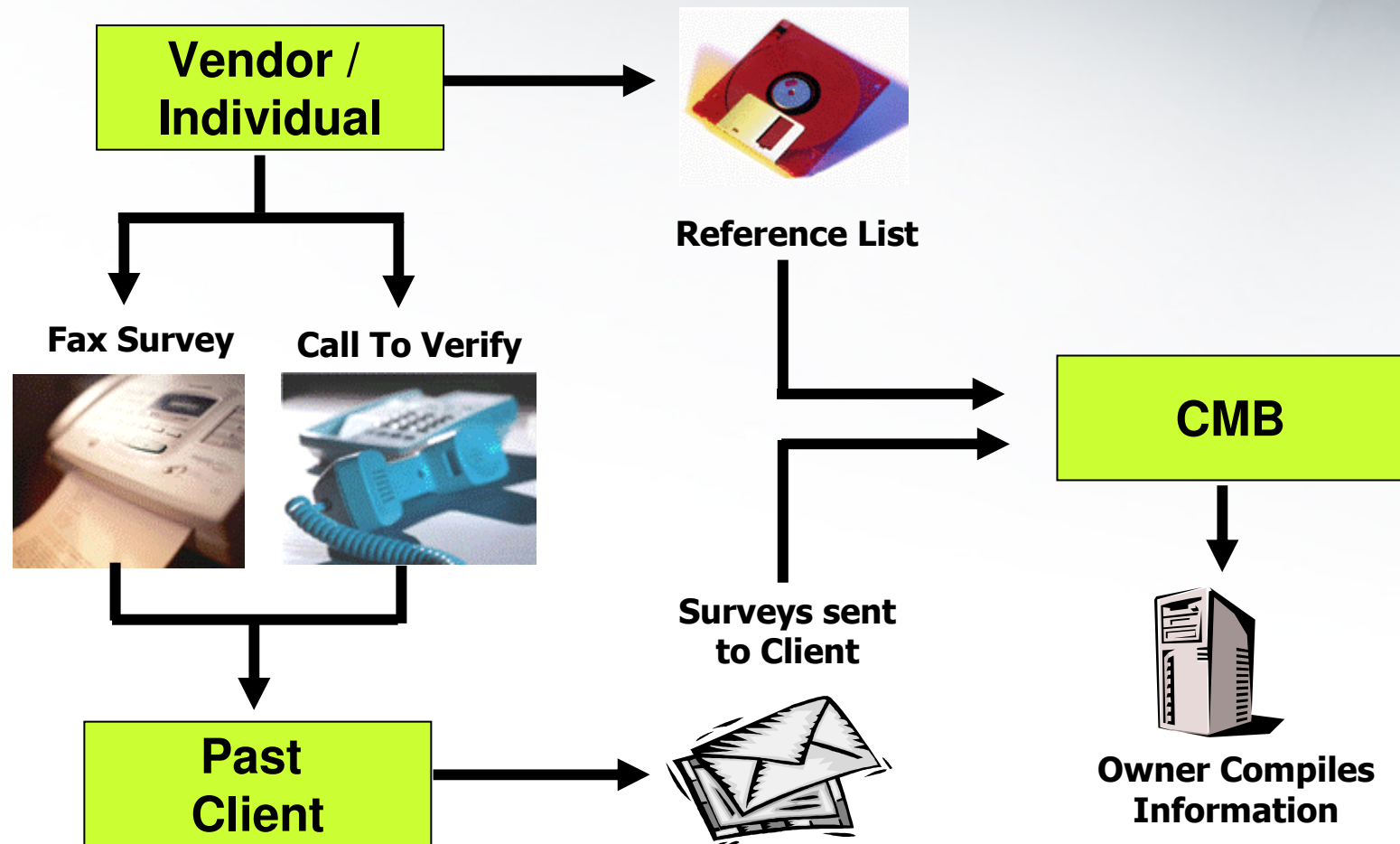
## Survey Questionnaire

To: **Judy Smith** Survey ID **23**  
*(Name of person completing survey)*

Phone: **555-555-5646** Fax: **555-555-8979**

Subject: Past Performance Survey of: **ABC Design-Builders**  
*(Name of Company)*

# PPI / Data Collection Process





# Calculating the Overall Score

would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would not hire the firm/individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

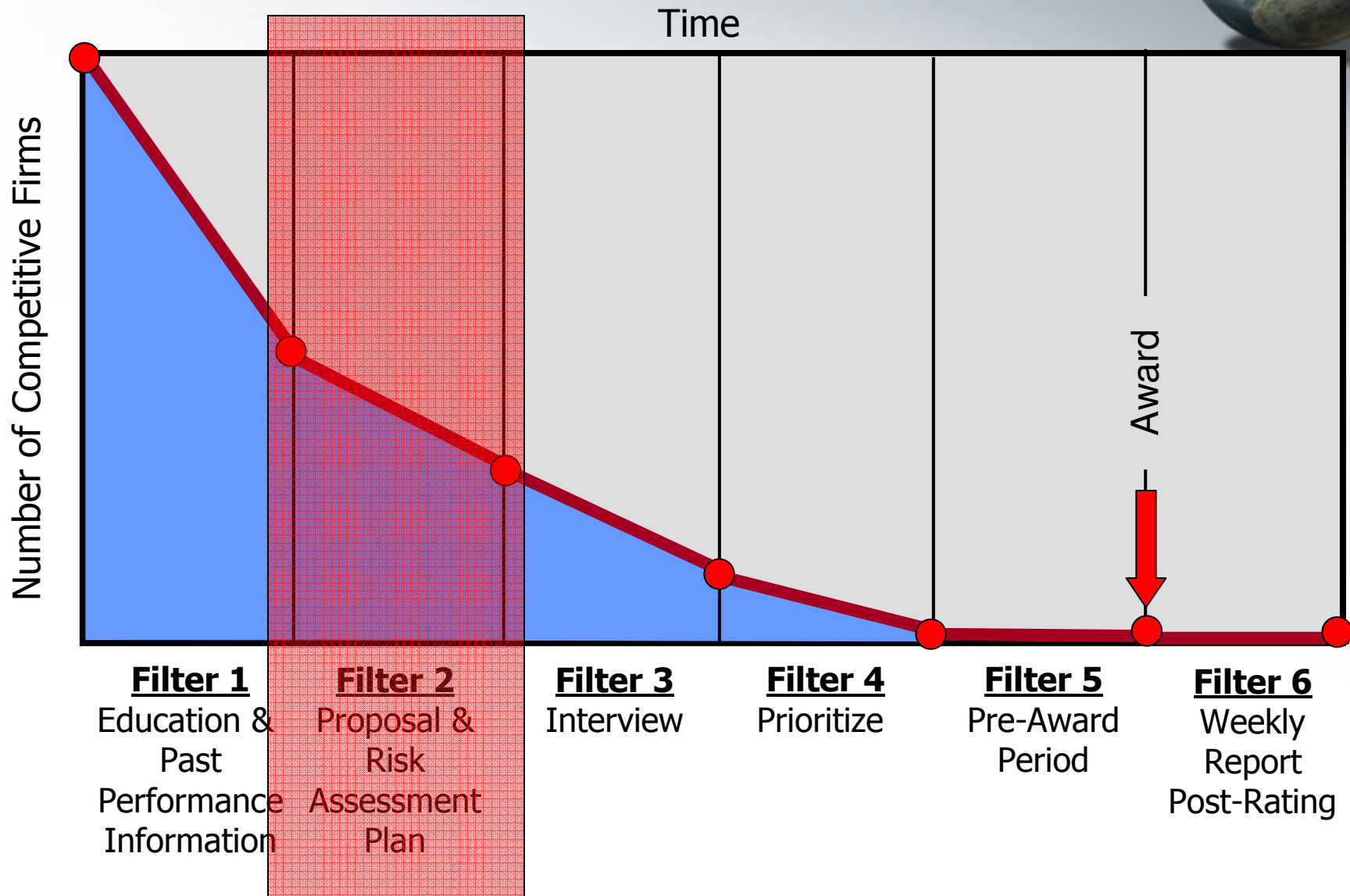
Client Name:	<b>AU University</b>
Project Name:	<b>Business Remodeling AWing</b>

NO	CRITERIA	UNIT	
1	Ability to manage the project cost (minimize change orders)	(1-10)	8
2	Ability to maintain project schedule (complete on time or early)	(1-10)	10
3	Quality of workmanship	(1-10)	9

A	B	C	D	E	F	G	H	I	J	K	L	M	N
NO	CRITERIA		1	2	4	5	6	7	13	17	18	20	
1	Ability to manage the project cost		10	10	9	10	8	9	9	10	10	10	10
2	Ability to maintain project schedule		10	10	9	10	10	7	9	10	10	8	10
3	Quality of workmanship		10	9	9	10	9	7	8	10	10	8	9
4	Professionalism and ability to manage		10	10	9	10	9	9	9		9	10	10
5	Close out process		10	9	8	10	10	6	7	8	8	8	10
6	Communication, explanation of risk, and documentation		10	9	8	10	9	9	9	10	8	10	9
7	Ability to follow the users rules, regulations and requirements		10	10	8	10	10	10	9	10	10	10	
8	Overall customer satisfaction		10	10	10	10	9	8	9	10	9	9	
10	Total number of different jobs		1	1	1	1	1	1	1	1	1	1	
11	Total number of different customers		1	1	0	1	1	1	1	1	1	1	

pecified in the

# PIPS FILTERS

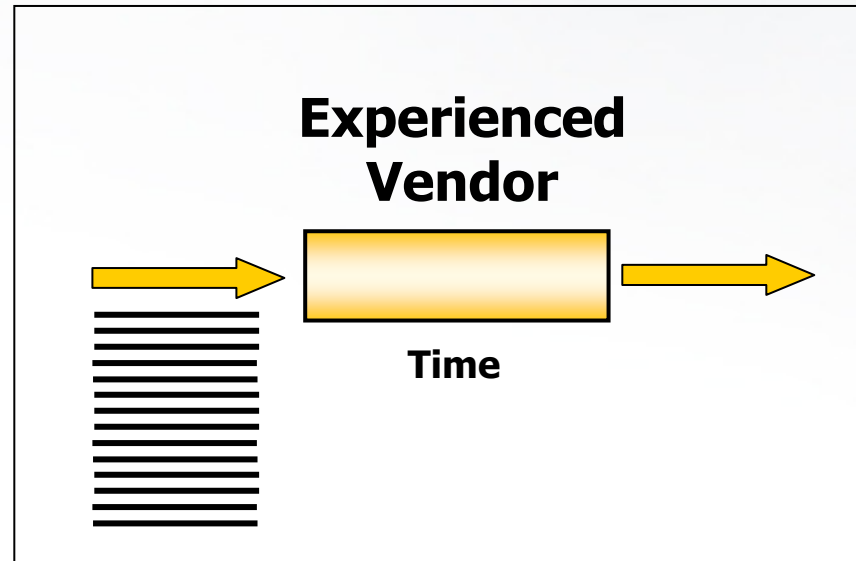




# Risk Assessment (RA) Plan



- The RA Plan is used to identify high performing vendors that can identify and minimize potential risk **before** the project/task has started.



# RA Plan Contents



- The RA Plan should clearly address the following items:
  - List and prioritize major risk items (areas that may cause the project to not be completed on time, not finished within budget, or may be a source of dissatisfaction for the client).
  - Explain how the vendor will avoid / minimize the risk.
  - Propose any options that could increase the value (expectation or quality) of their work.



# RA Plan Rated Blind



- The RA Plan must NOT exceed 2 pages.
- The RA Plan must not have ANY NAMES (such as contractor or manufacturer names, personnel names, project names, product names, or company letterhead)
- Do NOT include brochures, marketing information, or product names!
- The RA Plans will be evaluated “blind” in order to minimize and bias.

# Risks & Solutions



- Risk 1: Long lead items can impact schedule.
- Solution: We have determined that there are no long lead items in this project.  
**NOT A RISK...DON'T LIST IT!**
- Risk 2: Design issues can impact schedule.
- Solution: We have determined that the designs are exceptionally good.  
**NOT A RISK...DON'T LIST IT!**
- Risk 3: Subcontractor availability may impact cost and schedule.
- Solution: We do not anticipate any issues with subcontractor availability.  
**NOT A RISK...DON'T LIST IT!**
- Risk 4: The children's playground is in close proximity to the parking lot.
- Solution: We will perform a critical review of the existing plan for any other flaws.  
**IF YOU LIST A RISK...MINIMIZE IT!**

# Example of Solutions

## Risk: Concrete Escalation



- **RA Plan 1**

- The owner can be assured all risks associated with material escalations will be eliminated because we offer the benefit of an experienced project team that includes a team of highly qualified and extensive list of subcontractors and suppliers, from around the world.

## MARKETING INFORMATION

- **RA Plan 2**

- The cost of concrete has been rising drastically. Since this project requires a substantial amount of concrete, cost is a risk. To minimize this risk, we have coordinated a price with a local concrete manufacturer and will secure and sign a contract the day after project is awarded to prevent any increase in cost during the duration of this project.

# Example of Solutions

## Risk: Noise from Demolition



- **RA Plan 1**
  - We will work with the user to minimize the impact of noise from demolition.
- **RA Plan 2**
  - We have planned to demolition during off hours and weekends. This will have a slight impact on our cost (less than 1%), but we feel the impact to customer satisfaction justifies this. We will also install rubber sheets on the floors to diminish noise and vibrations.

# Example of Solutions

## Risk: Getting water to the site



- **RA Plan 1**
  - Coordination with [water company] is critical. We will coordinate and plan with [water company] as soon as the award is made to make sure that we get water to the site to irrigate the fields.
- **RA Plan 2**
  - We will coordinate and schedule the water with [water company]. However, based on past experience there is a high risk they will not meet the schedule. We will have temporary waterlines setup and ready to connect to the nearby fire hydrant to irrigate until [water company] is ready. We will also have water trucks on-site if there are problems with connecting the lines.



# Example: Value Added Items



# No Marketing Information



- *“ENR has ranked our firm amongst the "Top 200" in the nation”*
- *“Our company has been active in the local market for more than 85 years. We have acquired the knowledge which we will use to drastically reduce the Owner's risk.”*
- *“We have developed strong and loyal relationships with reliable subcontractors located in the Valley.”*
- *“We have been a CMAR/DB Contractor for over 25 years. We have successfully completed more than \$100 million worth of project in last five years.”*
- *“The team is familiar with the City of Peoria design requirements. The 'team' approach has worked very well and has received numerous compliments from past clients.”*

# General Risks / Solutions That Can Apply To Any Project



- Lack of communication / coordination is a risk
  - Safety of individuals is a risk
  - Site security is a risk
  - Expansion of scope beyond the project budget is a risk
- 
- We will plan ahead to coordinate activities
  - We will work with the owner to resolve issues
  - We will plan ahead to get permits
  - We will keep a detailed log of all activities
  - We will hold regular meetings to discuss key issues
  - We will order material early in the project
  - We will use our past experience to increase the quality of the project





# RA Plan Template

## Risk Assessment Plan Format

Please prioritize the risks (list the greatest risks first). Indicate the potential impact to cost (in terms of percentage of total cost), and/or schedule (in terms of calendar Days). You may add/delete the risk tables below as necessary.

### Major Risk Items

**Risk 1:**  
**Impact:** Cost (%) \_\_\_\_\_ Schedule (Days) \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 2:**  
**Impact:** Cost (%) \_\_\_\_\_ Schedule (Days) \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 3:**  
**Impact:** Cost (%) \_\_\_\_\_ Schedule (Days) \_\_\_\_\_  
**Solution:** \_\_\_\_\_



**Risk 4:**  
**Impact:** Cost (%) \_\_\_\_\_ Schedule (Days) \_\_\_\_\_  
**Solution:** \_\_\_\_\_



**Risk 5:**  
**Impact:** Cost (%) \_\_\_\_\_ Schedule (Days) \_\_\_\_\_  
**Solution:** \_\_\_\_\_

# Things to Avoid



- Marketing data:
  - *Our company is known worldwide as a leader in quality construction.*
  - *We will use our long history to make sure the project is a success.*
  - *We will use state-of-the-art process to make it a success.*
  - *We have the longest warranties in the business.*
- Technical data:
  - *The roofing system we are proposing has 200% elongation and 600psi tensile strength.*
  - *The product will pass the ASTM-568a test.*
  - *A 50-year system will reduce water by 17,500 gallons per foot.*
- Transferring risk back to client:
  - *We will work with the owner to resolve issues*
  - *We will have team meetings with the owner*
  - *We will have a partnering meeting with the owner*
- General risks and/or general solutions:
  - *Safety and security is the biggest risk*
  - *Coordination is a risk*
  - *We will plan ahead to coordinate activities*
  - *We will plan ahead to get permits*
  - *We will order material early in the project*

# RA Plan Summary



- The RA Plan becomes part of the final contract.
- The RA Plan provides a high performing contractor an opportunity to prove their expertise.
- The RA Plan provides the vendors an opportunity to prove they are not a commodity.
- The contractor should identify major risks to this project and unique solutions that minimize the risks.
- Remember...if nobody can clearly differentiate themselves in the RA Plan, the prioritization will be based on other factors.

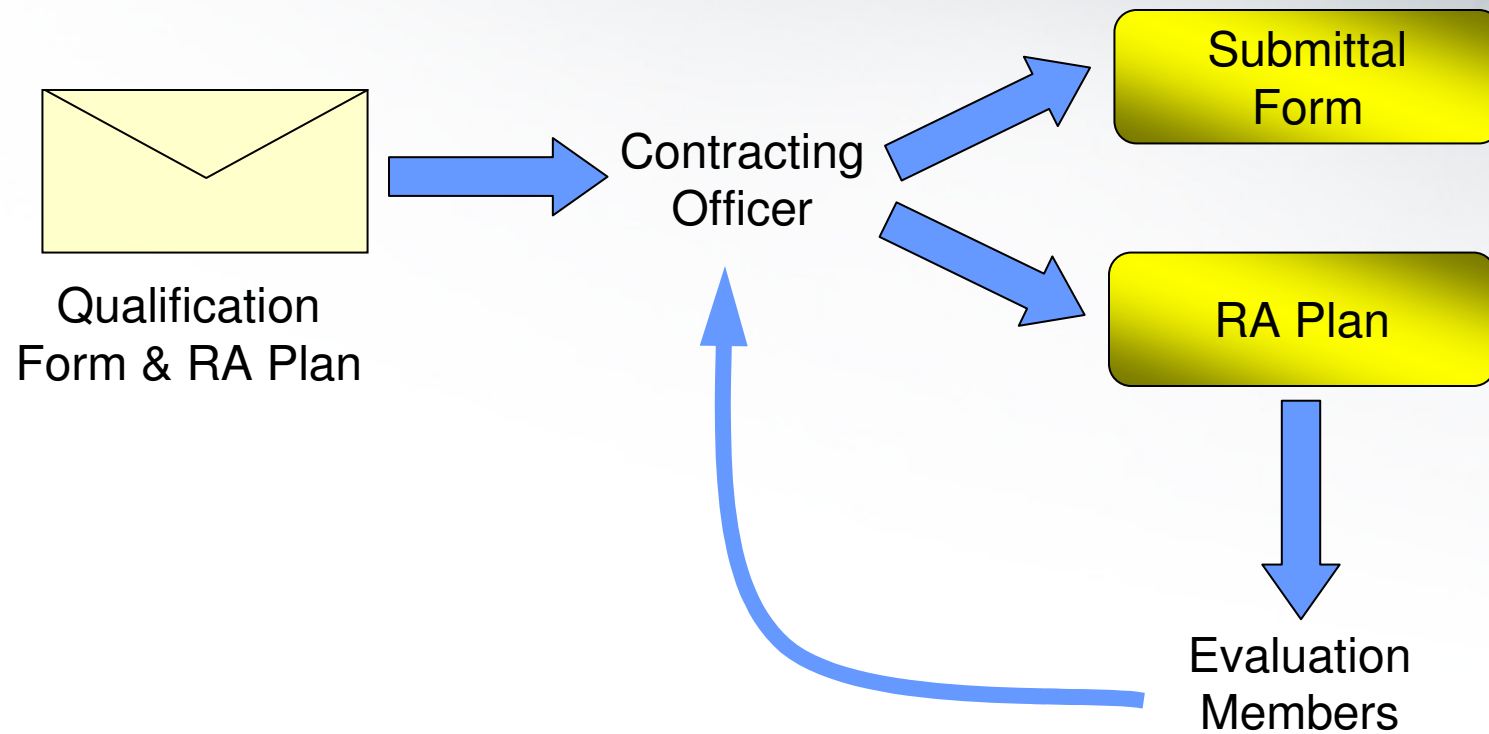
# Submittal Checklist



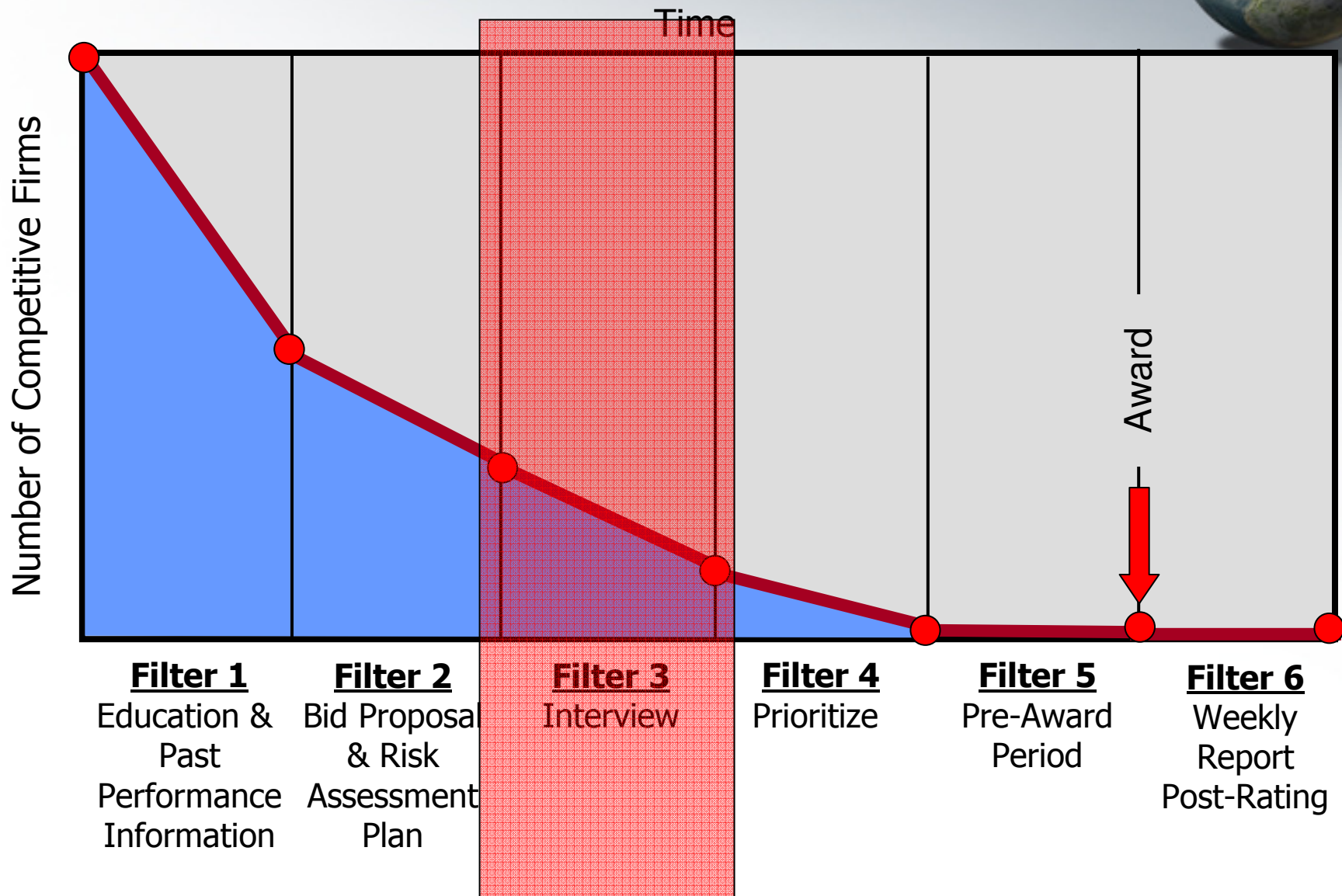
## Check:

- ☐ Included your schedule.
- ☐ Your proposed project duration listed in calendar days and work days. (SPECIFY EACH)
- ☐ Have you identified your project personnel?
- ☐ Is your RA Plan 2 pages or less?
- ☐ You have NOT included any names, past projects, or information that may identify the contractor or critical team members.
- ☐ Your RA Plan clearly identifies potential risk, the potential cost in terms of \$ and TIME, identifies a solution.

# Submittal Process



# PIPS FILTERS



# Interviews

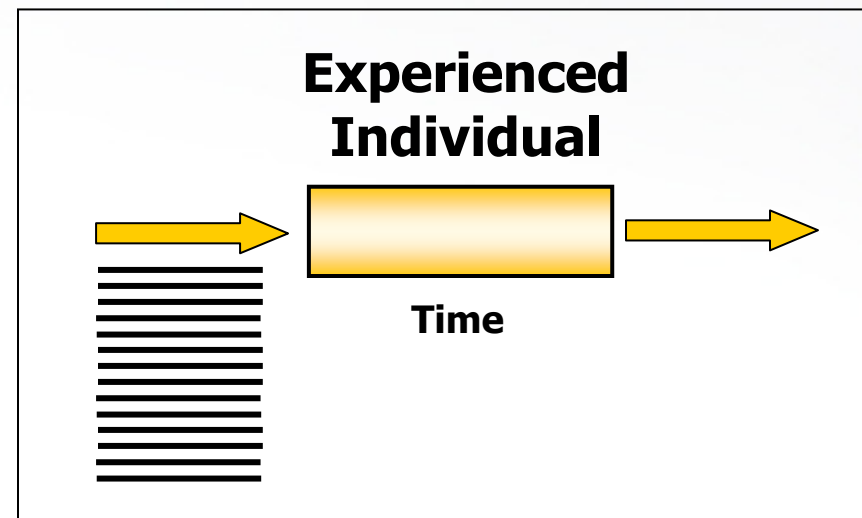


- The Owner will interview key personnel. This MAY include:
  - The Design Build Team (General Contractor & Design Firm)
  - The Preconstruction Project Leader
  - The Construction Project Manager
  - The Site Superintendent
  - The Lead Architect
  - The Lead Landscaping Architect
- They will be interviewed separately but if required should all attend the interview.
- No substitutions to personnel will be allowed after proposals are submitted unless it is for the benefit of the Owner
- Interview period is used to identify how well the personnel understand the project and potential risks.

# What is the client looking for?



- Visionary (sees ahead, is not surprised)
- Does not force the client to make decisions.
- Continuously improving
- Knows how to take control and minimize risk
- Minimizes the work of the client
- Can relate everything back to time, cost, and expectation
- Knows how to bring order from chaos



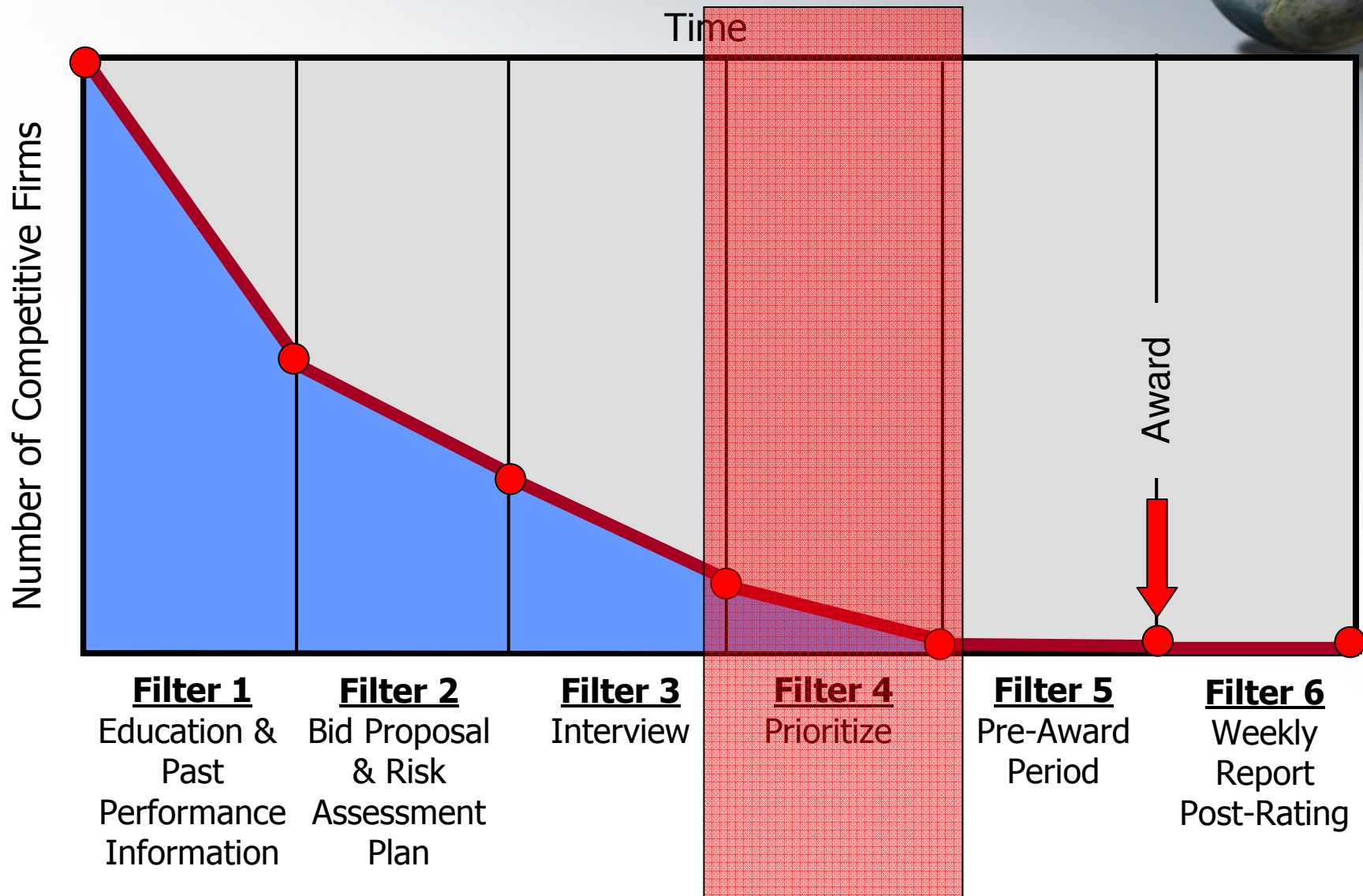


# Primary Questions



1. Why were you selected for this project?
2. How many similar project have you worked on?
3. What is different about this project from other projects that you have done?
4. What are you doing differently on this project than you have done before?
5. Identify, prioritize, and how you will minimize the risks of this project.
6. What are your personal goals on this project?
7. How are you going to measure you performance?
8. What value do you bring to the project in terms of differences based on cost, quality, or time?
9. Draw out a minimum of six activities on the project. Identify the following on a Gannt chart: Major decisions, risks, how risk will be minimized, and estimated times for each activity.

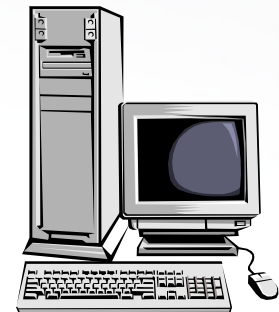
# PIPS FILTERS



# Identification of Potential Best Value



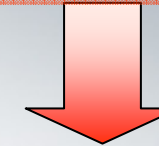
- The client will review all the data collected to identify the potential best-value contractor.
- The client may use decision making models (such as the DIM, AHP, Linear Matrix, etc) to assist in analyzing the data.
- The client reserves the right to select any vendor.



# Example



**Award**

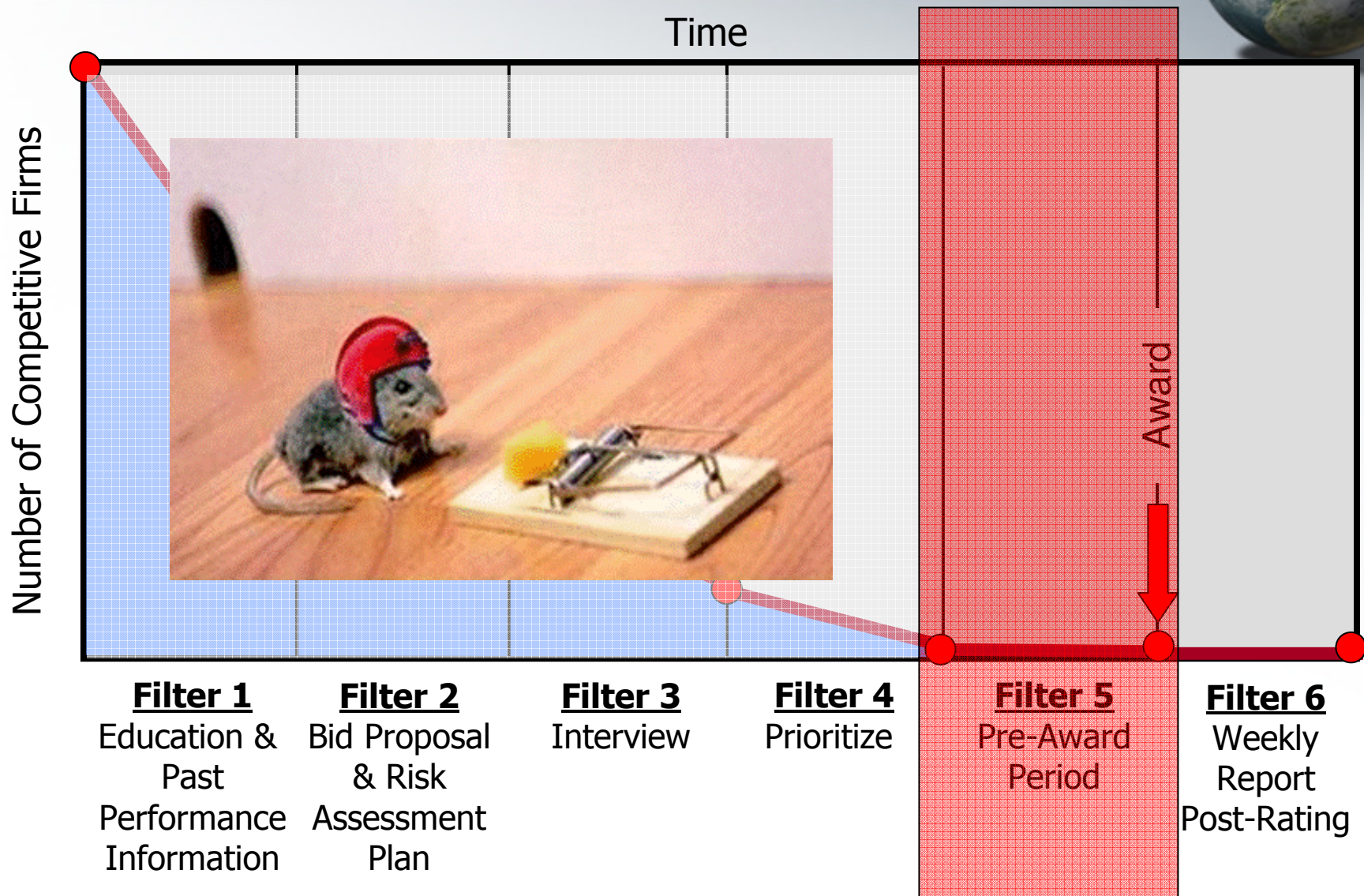


<b>Total Points (100):</b>		<b>36</b>	<b>44</b>	<b>45</b>	<b>46</b>	<b>93</b>	<b>43</b>
Performance Points (60)		7	4	7	21	60	7
Price Points (40)		29	40	38	24	33	37

NO	CRITERIA	1	2	3	4	5	6
1	Cost	\$ 1,215,000	\$ 869,910	\$ 919,000	\$ 1,428,000	\$ 1,049,777	\$ 949,643
2	RA Plan Score	6.4	5.6	5.3	6.6	5.9	3.6
3	Interview Score	6.9	5.4	6.5	8.8	6.5	5.0
4	Value of Warranty	4.1	0.1	4.1	15.1	17.6	4.1
5	Schedule	180	210	180	200	85	112
C1	PPI - Contractor 1-10	9.8	9.6	9.3	9.5	9.9	9.4
C2	PPI - Contractor Max Age	21	13	11	18	28	4
C3	PPI - Contractor Avg Age	3	12	4	16	20	1
C4	PPI - Contractor Not Leaking	100%	100%	100%	100%	100%	100%
C5	PPI - Contractor # Surveys	24	2	13	7	9	14
M1	PPI - Manufacturer 1-10	9.7	1.0	9.7	9.9	10.0	9.7
M2	PPI - Manufacturer Max Age	19	1	19	18	21	19
M3	PPI - Manufacturer Avg Age	5	1	5	12	14	5
M4	PPI - Manufacturer Not Leaking	100%	1%	100%	100%	100%	100%
M5	PPI - Manufacturer # Surveys	10	1	10	8	12	10

# PIPS FILTERS



# Objective of the Pre Award Period



- Quality Control Plan

Perform a detailed analysis and preplan the entire project:

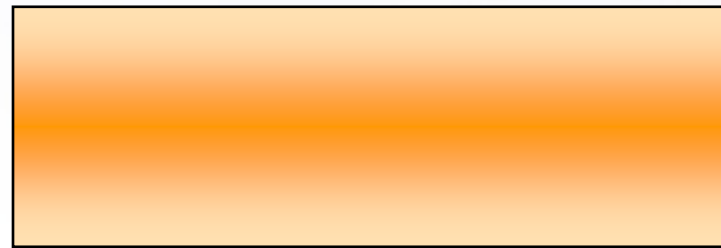
- Create a Quality Control Plan
- Coordinate with Client all items needing approval (value added options, critical submittals, etc.)



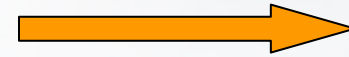
# Event



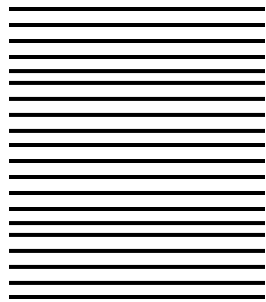
Initial  
conditions



Final  
conditions



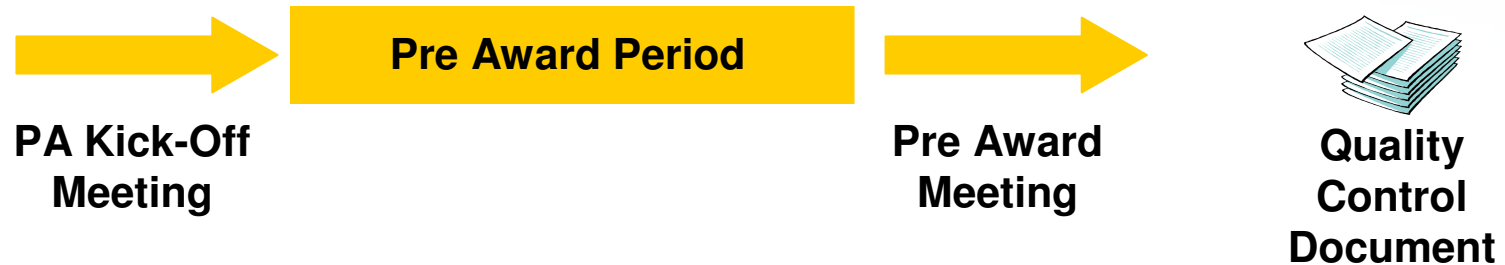
Time



# Pre Award Period



- The Pre Award Period includes the following:
  - PA Kick-Off Meeting
  - PA Period
  - PA Meeting



# Quality Control Plan

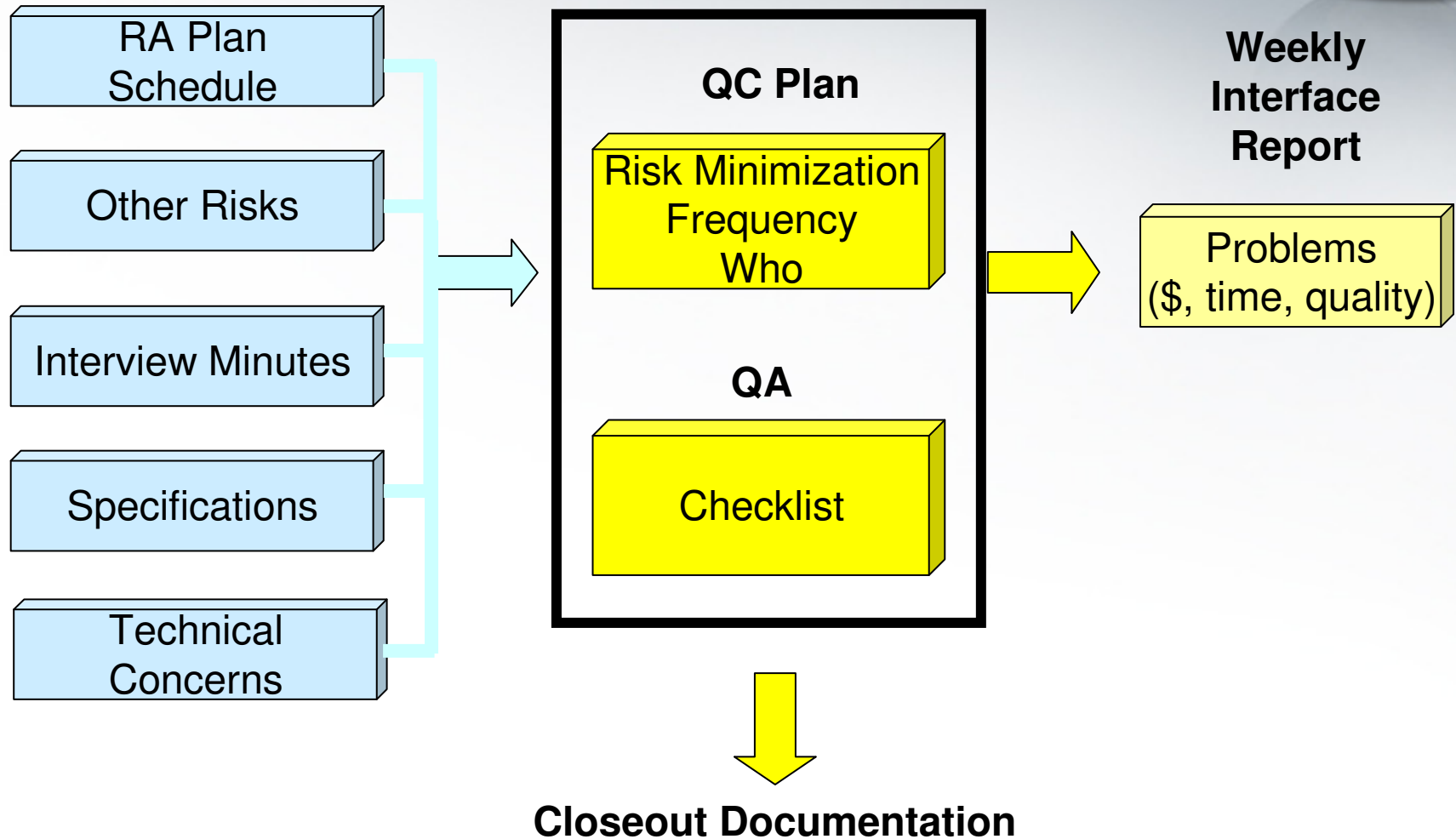


- Detailed schedule w/ milestones
  - Top Risk Activities (Affecting Schedule, Budget, Quality)
- List of Action items
  - Any actions requiring client participation (including regulatory participation) or factors outside the control of the Vendor.  
(Must include Proposed Solution, Responsible entity, & Due date)
- Risk Minimization Plan
  - Complete list of risks and Solutions to minimize risk
    - RAP/Interview Risks
    - Owner Personnel Concerns
    - Designer Risks
- Quality Assurance Checklist

# QC/QA



## Pre-award Period



# Clarification of Design and Constructability Issues



1. It is the Vendor's responsibility to identify any problems corresponding to the timing, cost, or political nature.
2. If the Vendor cannot meet the current requirements, a written report must be submitted identifying:
  - The requirements that cannot be met
  - The requirements the Vendor does not fully understand
3. If a requirement issue is not identified, it is the Vendor's responsibility to meet the requirement.

# Quality Control Update



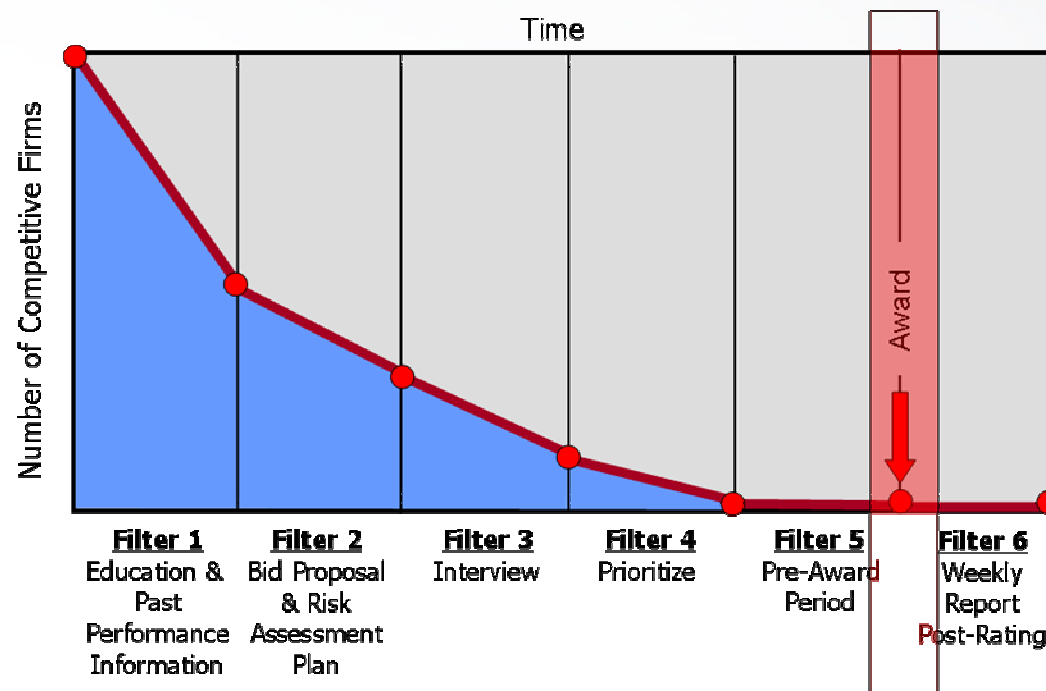
FOR DESIGN-BUILD PROJECTS:

The vendor may be required to review and amend the quality control plan before construction begins.

# Award or Not?

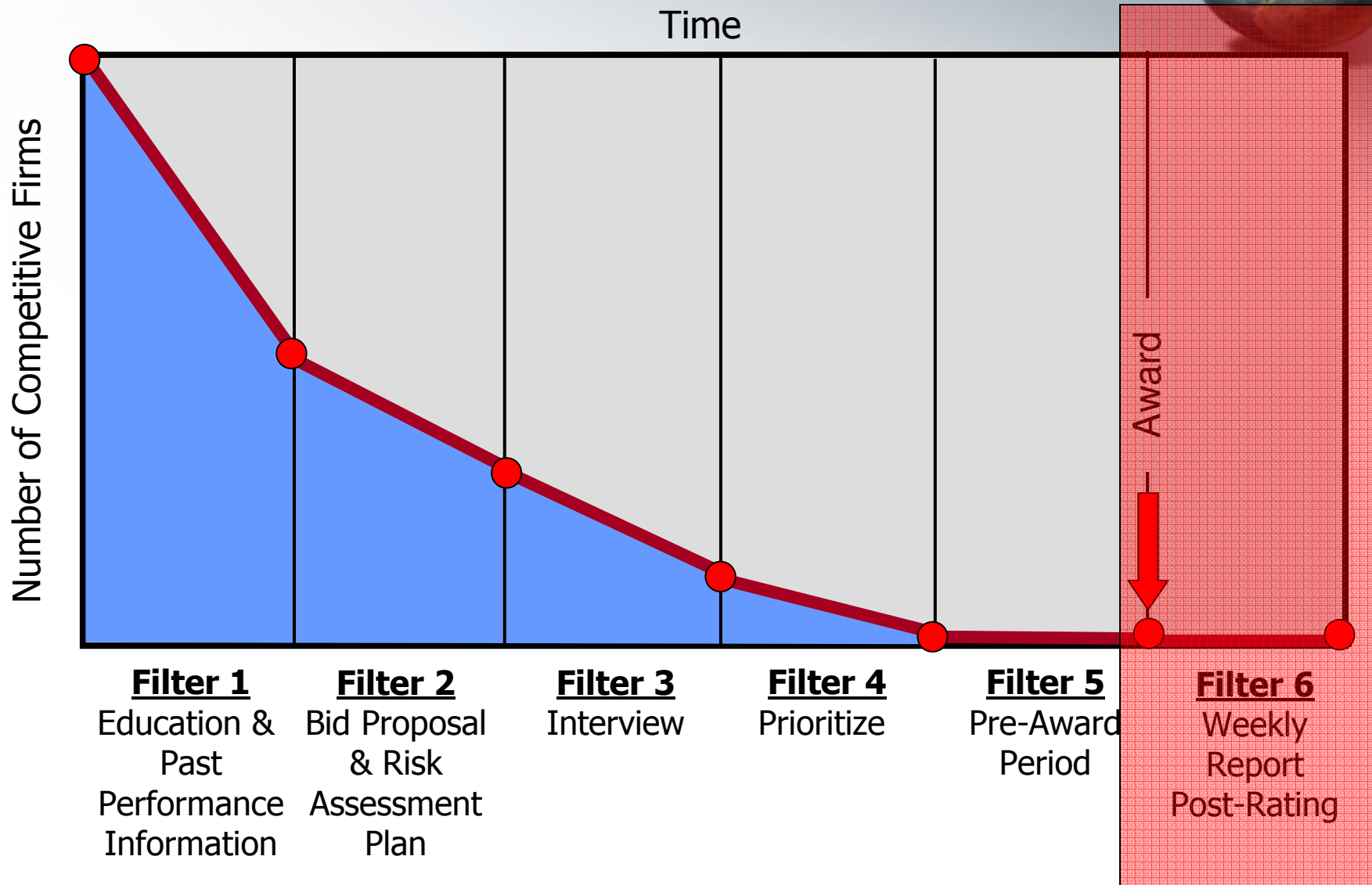


- If the client is not satisfied upon completion of the Pre-Award Meeting, the client may consider another vendor for potential award (this vendor would also have to conduct a Pre-Award Meeting).
- If the client is satisfied with the potential best-value, they will proceed to issue an award to the vendor.





# Weekly Reporting



# Weekly Report Template



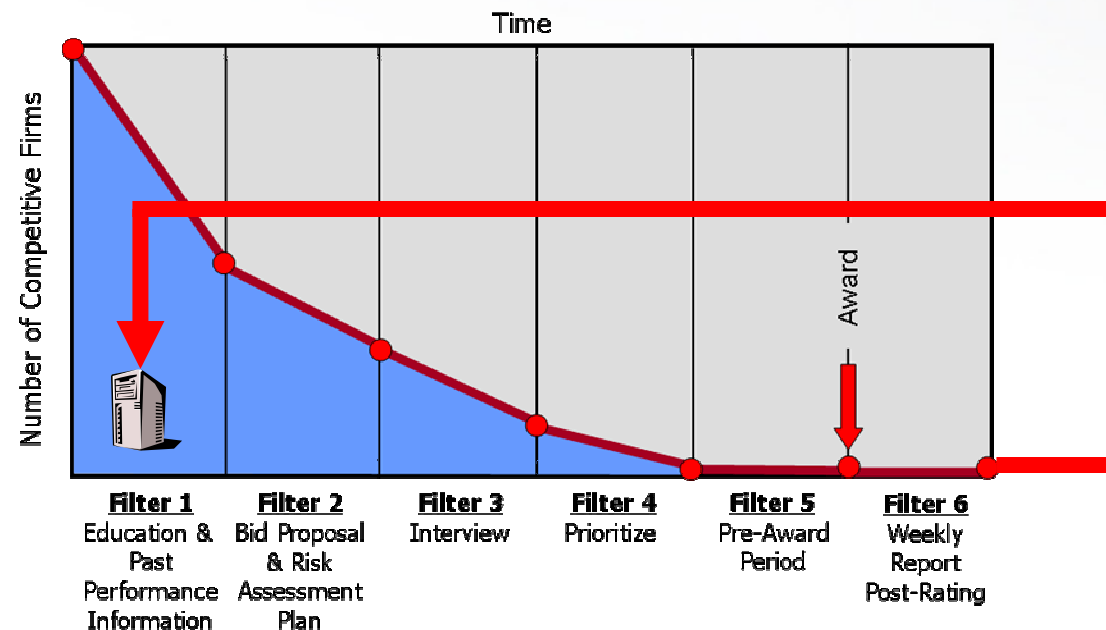
	A	B	C	D	E	F	G	H	I	J
1										
2		Week Ending:	3/17/2006	Sort Risks	<b>**Risks are all issues that could affect budget, schedule, or owner satisfaction**</b>					
3										
4										
5										
6	No	Date Entered	Risk Items	Plan to Minimize Risk	Planned Resolution Date	Actual Date Resolved	Impact Days to Critical Path	Impact to Cost	Owner/ Contractor Generated	Satisfaction Rating (1-10)
7	0	3/17/2006	EXAMPLE: Risk A	Risk A Plan: 1) Problem background - why is this an unexpected project risk? 2) What will be done to minimize this? 3) Who is responsible for the plan? 4) What kind of impact will this have?	3/17/2006		3	\$ 10,000	O	5
8	1									
9	2									
10	3									
11	4									
12	5									
13	6									
14	7									
15	8									
16	9									
17	10									
18	11									
19	12									

Project SETUP / OVERVIEW / **RISKS**



# Owner Accuracy Verification

- The weekly report will be analyzed for accuracy and timely submittal by the resident engineer or project manager.
- If report is correct, no action by client.
- If report is incorrect, PM will email all parties with deviation.
- At the end of the project, the client may modify the post project rating based on the accuracy and timeliness of the weekly reports.





**All question must be sent to:**

**Roman Martinez / Victor Mendel**

**General questions on PIPS**  
**[goodridgesa@aol.com](mailto:goodridgesa@aol.com)**

**[www.pbsrg.com](http://www.pbsrg.com)**